



HOMEWORK ACTION PLAN

S SPECIFIC
 M MEASURABLE
 A ACHIEVABLE
 R RELEVANT
 T TIME-BOUND

Name Christian Monroy Class # 444
 Dealership Chevrolet of Watsonville Date 9/13/2024

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|---|---|------------------------|--|
| Current Situation or Challenge to be Addressed: | Get the store to consistently sell 50+ used cars per month | | |
| Current Performance Level (include specific measure): | We are currently selling on average 27 used cars per month for 2024 | | |
| Goal (what do you want to achieve?) | To grow the used car department to be the one stop shop for all makes and models, for the community to know that we have safe and reliable used cars and offer a place to service them as well. | | |
| Goal Performance Level (include specific measure) | We basically want to double are current production so it is not something that can be done overnight. Our goal is to increase the the amount of used cars sold per month by 4 cars for 6 months to get to 50 cars. (Example: avg is 27, starting for October we want to sell 31 used cars and each month increase from there.) | | |
| Goal Start Date: | 10/1/2024 | Goal End Date: | 4/30/2025 |
| First Check-in Date: | 12/1/2024 | Performance Objective: | Are we at 35 used cars sold in November? |
| Second Check-in Date: | 1/1/2025 | Performance Objective: | Are we at 39 used cars sold in December? |
| Third Check-in Date: | 2/1/2025 | Performance Objective: | Are we at 44 used cars sold in January? |
| Fourth Check-in Date: | 4/1/2025 | Performance Objective: | Did we sell 50 used cars? |
| How does your goal align with the dealers' vision? | Our vision is to service all makes and models through our service department. We have the slogan "Service 4 Life" and with an increase in used car sales we can emphasize that our service department are trained to work on everything. This way the customer stays loyal with us and can spread that message to their friends and families. | | |
| What are the potential benefits of achieving | The benefits of achieving our goal is that we sell more cars, we pass along the message that we offer more than just new cars and we can | | |

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| your goal? | potentially open up more business for the service drive. |
| What are the potential consequences if you don't achieve your goal? | Potential consequences of not achieving our goal is that the owner and GSM will become impatient and want instant change. This in the past has been bringing someone from the outside to offer their perspective. This has in the past been a temporary band-aid. Another consequence could be further cut backs, we have consolidated positions, company lunches, events, etc. |
| Why is the goal important to you? | This goal is important to me because I am the person that is mostly in charge of the pre-owned inventory. I am the Used Car Manager in training, if we are able to achieve this goal then it will show that all my hardwork and dedication would payoff and obviously show I can handle the job. |
| Potential Obstacles | Aquiring pre-owned inventory to supply the lot with vehicles, and vehicles that sell in our market is difficult at the moment. The auction is more and more expensive each week, people are no selling their vehicles or trading in as much as then have in the past. People are leasing vehicles less and less because leasing isn't as great a deal as it was in the past so that also means less lease returns once the leases are over. |
| Potential Solutions | One solution to acquire inventory is that we are trying to reprioritize is street purchases, we have a KBB Buying Center and receive hundreds of ICO leads every month. We are looking to have our BDC department work with the sales managers and Used Car Manager to schedule the appt and facilitate the purchases. We still go to the auction once a week to basically check the market and see what we can find. And we work with Enterprise and Hertz to get filler cars with the hope that that lands some trade-ins. |
| BOTTOM LINE! Financial Impact of Achieving Your Goal (expressed in dollars) | Right now for the first eight months of the year we are at 216 used cars sold for \$513,485. If we finish the year keeping everything the same, we end up at 324 used cars sold for \$770,227.50. If we are able to achieve the first half of our goal and finish the year slowly increasing the total used cars sold per month by 4. We would sell an extra 24 used cars this year for and extra \$28,526.94 |

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What specific actions or steps will you take to accomplish your goal? What will you do differently or improve? For each, be sure to include necessary resources, who is accountable, the measurable result, and dates.

| SPECIFIC ACTION/STEP | NECESSARY RESOURCE(S) | ACCOUNTABLE PERSON(S) | EXPECTED RESULT | START, END, & CHECKPOINT DATES |
|---------------------------------|--|---|---|---|
| Acquire inventory from KBB ICO | KBB ICO, vAuto, Eleads, Google Spreadsheets, | Sales Managers, Used Car Manager, BDC, GSM | Buy 40 cars a month to stock inventory | Start date 10/1/24 Checkpoint 12/1/24 Checkpoint 2/1/24 End Date 4/30/24 |
| Used cars under 4 days in Recon | Rapid Recon | Used Car Manager, Service Advisor, Service Director, Parts Manager, Used car tech | As a team we use the software to efficiently monitor the vehicle through the steps of recon. Open communication for an hiccup along the way. | Start date 10/1/24 Checkpoint 12/1/24 Checkpoint 2/1/24 End Date 4/30/24 |
| Appraisal training | vAuto, Google Docs | GSM, Used Car Manager, Sales Managers | We are going to establish a documented Appraisal Process. This will make sure that each vehicle we purchase off the street or trade-ins get appraised the same way everytime. | Start 10/1/24 Check 12/1/24 Check 2/1/25 End 4/30/25 |
| Pricing Strategy | vAuto, Cargurus, cars.com, Autotrader, Carfax. | GSM, Used Car Manager. | We are going to establish a documented Pricing Strategy. This will ensure that we are pricing vehicles to the market and | Start 10/1/24 Check 12/1/24 Check 2/1/25 End 4/30/25 |

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| | | | everyone will understand why vehicles are priced the way they. Also establishes who can touch the price. | |
| Second eyes on trade ins | vAuto | Used Car Manager | This will ensure that vehicles traded in are ACV'd for the correct amount. This will ensure that we are good from day 1 and can price vehicle correctly to the market. | Start 10/1/24 Check 12/1/24 Check 2/1/25 End 4/30/25 |
| Hard turn on inventory | vAuto | Used Car Manager, GSM | Establish a hard turn of the inventory at a certain day mark. To start we are going with 100 days and as we clear some of the anchors we will lower mark from there. | Start 10/1/24 Check 12/1/24 Check 2/1/25 End 4/30/25 |
| Check Lot weekly | vAuto, Inventory list | Used Car Manager, Lot Porters, Salepeople | Pre-owned vehicles will look good and ready for their next home. Nothing worse then a vehicle dirty and a dead battery when a customer | Start 10/1/24 Check 12/1/24 Check 2/1/25 End 4/30/25 |

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| | | | shows up. | |

As you work toward your goal, it’s important to have interim check points with specific, measurable objectives so your team can hold themselves accountable. If everyone knows the goal and objectives, you don’t have to spend your valuable time micromanaging.

Once you’ve accomplished your goal, added or adjusted policies, procedures, and behaviors, now what? How will you ensure you and your staff do not fall back into the previous habits that produced poor results? Be specific.

With the documented process put into the place, it will hold accountability to every single person involved in the process. From the initial appraisal to acquiring the vehicle, to recon, to detail to photos to the lot. It will be a Used Car Factory that if one thing is overlooked or skipped then we know exactly where in the process, who is the person accountable and why it happened in the first place. In the past we have talked about and came up with processes but I believe that once they are documented and given to everyone involved it will create a sense of responsibility to follow through on it.

Describe any planning or implementation meetings conducted as part of development of your plan.

The start would have to be with preliminary meetings with the owner and GSM to go over the plan to increase the sales of used cars over the next 6 months. Get their okay to get the plan moving forward. Set up a meeting with everyone, Sales managers, GSM, Service and Parts. We are a team and we need to finally feel like one. From there basically tell them that in order for us to get to where we want to be that we need to all be on the same page and this is how we are going to do it. A few small groups or meetings would be needed to go over the appraisal process for the sales managers and sales people. A small meeting with the lot porters and sales people